



NEW ZEALAND
EDUCATION
Manapou ki te Ao

E.48 (2026)

Statement of Performance Expectations 2026/27 Education New Zealand Manapou ki te Ao

30 June 2026



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1. Statement of responsibility

The Statement of Performance Expectations has been prepared in accordance with the requirements of sections 149E and 149G of the Crown Entities Act 2004.

The performance to be achieved by Education New Zealand Manapou ki te Ao for the year ending 30 June 2027, which is specified in this Statement of Performance Expectations, is as agreed with the Minister of Education.

Pursuant to the Crown Entities Act 2004, we acknowledge responsibility for the preparation of the statements of forecast service performance and prospective financial statements, including the appropriateness of the assumptions underlying the forecast financial statements and all other required disclosures.

We acknowledge responsibility for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of Education New Zealand's performance and financial reporting.

We certify that the information contained in this report is consistent with the appropriations contained in the Estimates of Appropriations for the year ending 30 June 2027 that were laid before the House of Representatives under section 9 of the Public Finance Act 1989.

Signed on behalf of the Board of Education New Zealand.

Board Chair
Tony Gray

24 June 2026

Deputy Board Chair
Dr Thérèse Arseneau

24 June 2026



2. Our organisation

Who we are

Education New Zealand Manapou ki te Ao (ENZ) is the Crown agency responsible for raising awareness of New Zealand as an international study destination, influencing international student choice, and supporting sustainable growth in international enrolments. We operate under section 511 of the Education and Training Act 2020 and deliver our functions on behalf of the New Zealand Government.

Our name, Manapou ki te Ao, reflects our role in enabling learners to flourish and to become globally connected problem-solvers. Our work supports New Zealand's economic, social, and diplomatic interests by strengthening international connections and delivering long-term value through education.

In 2026/27, ENZ's work is focused on continuing to deliver the Government's International Education Going for Growth plan to double the value of international education by 2034. Our role is to ensure New Zealand is visible and positioned as an attractive study destination in an increasingly competitive global market, working with partner agencies to strengthen New Zealand's overall competitiveness.

We work with a diverse range of providers including English language schools (ELS), Private Training Establishments (PTE), Wānanga, Universities, schools, Institutes of Technology and Polytechnics (ITPs), and other institutions and companies in New Zealand contributing to the growth and delivery of export education.

ENZ maintains a strong presence across priority and emerging markets, with staff located in 15 countries. This international network underpins our ability to deliver coordinated brand activity, provide market intelligence, build trusted relationships, and support providers to succeed offshore. Our team's ongoing engagement in key markets underpins our strategy and is essential to achieving our goals. We draw on domestic capabilities in data and insights, marketing, and sector engagement to ensure our offshore activity is targeted and evidence led.

What we do

ENZ's role and functions are established under section 511 of the Education and Training Act 2020. We are responsible for:

Promote New Zealand education offshore by:

- Delivering strategies, programmes, and activities for promoting, together with providers and other government agencies, New Zealand education overseas
- Promoting New Zealand as an educational destination for international students
- Promoting the provision of New Zealand education and training services overseas.

Manage international education activities for the Government by:

- Managing, in collaboration with other government agencies, activities undertaken by representatives appointed to act on behalf of the New Zealand Government in relation to international education
- Administering any international programmes or activities that are consistent with the Government's policy on international education
- Working with other agencies to ensure international students are adequately supported while living and studying in New Zealand.

Undertake research and provide advice by:

- Carrying out research on international education markets and marketing strategies



- Providing information, advice, and assistance to providers on strategies to promote industry coordination and professional development
- Providing information to international students about living and studying in New Zealand
- Working with other agencies to ensure that international students are adequately supported while living and studying in New Zealand
- Fostering collaborative networks with former international students.

Supporting wider Government objectives

ENZ contributes to wider Government objectives by strengthening New Zealand's international relationships and supporting development and education diplomacy. A key pillar of this work is the delivery of the Manaaki New Zealand Scholarships Programme (MNZSP) on behalf of the Ministry of Foreign Affairs and Trade. ENZ is responsible for operational delivery of the programme, including scholar selection and placement, provider payments, and ongoing programme administration. Through MNZSP, ENZ supports New Zealand's foreign policy and development objectives while strengthening long-term people-to-people connections.

The context we operate in

Global competition is intensifying and student decision making is changing

International education is entering a period of intensified competition and rapid change. More destination markets are actively competing for globally mobile learners, investing heavily in digital influence, brand sophistication, and conversion capability. At the same time, rapid advances in AI are reshaping how learners discover, compare, and evaluate study options. AI-enabled search and recommendation tools are expanding choice across a wider set of destinations and reinforcing later, more deliberative decision-making, with learners and families taking more time to weigh safety, value for money and long-term pathways.

New Zealand faces tougher competition and can no longer rely on reputation alone

In this increasingly contested environment, New Zealand competes against larger, better-resourced markets that are often closer to students' home countries and are moving quickly to adopt new digital and AI-enabled approaches. Reputation alone is no longer sufficient. Success now depends on being visible in the right markets and channels, influencing student choice earlier across a longer decision-making process, and providing clear, trusted information that supports confident decision-making. New Zealand's value proposition needs to diversify and evolve to accommodate a wider range of international students' needs than simply an overseas experience.

New Zealand enters 2026/27 with strong growth tailwinds

At the same time, New Zealand enters 2026/27 with a set of positive tailwinds that many competing destinations do not currently share. International student enrolments are growing, student experience outcomes remain strong, and public sentiment towards international education continues to be positive. Together, these factors provide a solid platform for sustainable growth at a time when other jurisdictions are experiencing pressures on community support, system capacity, or student experience quality.

Realising growth requires coordinated action across the sector and government agencies

Converting these tailwinds into sustained, high-quality growth requires coordinated effort across the international education system. ENZ works closely with education providers, peak bodies, agents and international partners to support capability, share intelligence, and align activity in priority markets.

At the same time, ENZ plays a coordinating and connecting role across government agencies, working alongside the Ministry of Education, Ministry of Foreign Affairs and Trade, the Ministry of



Business, Innovation and Employment, Immigration New Zealand, Tourism New Zealand and New Zealand Trade and Enterprise. This coordination helps ensure New Zealand presents a coherent proposition offshore.

We maintain strong connections with the Ministry of Education in its policy and monitoring roles. This supports effective stewardship and ensures ENZ's organisational focus remains aligned to Government priorities and contributes to a thriving international education sector.

ENZ's role is to translate momentum into growth

These conditions create both opportunity and necessity for ENZ to ensure that New Zealand's positive momentum is translated into sustainable growth, delivered in partnership with the sector and across government.

This requires competing smarter by:

- strengthening New Zealand's global brand and its consistent application across markets;
- influencing student choice earlier and more effectively through coordinated activity;
- supporting providers to succeed offshore through strategies and insights, capability-building and partnership development; and
- using high-quality data and insights to focus collective effort where it will have the greatest impact.

ENZ's role in translating this momentum into growth is guided by the Government's International Education Going for Growth Plan and reinforced by the international education settings set out in the Tertiary Education Strategy. At the same time, growth must be supported by settings that protect the student experience and maintain New Zealand's social licence for international education.

The sections that follow set out ENZ's strategic direction for 2026/27, the priorities flowing from this context, and how success will be measured in delivering the Government's Going for Growth ambition.



3. Our strategic goals

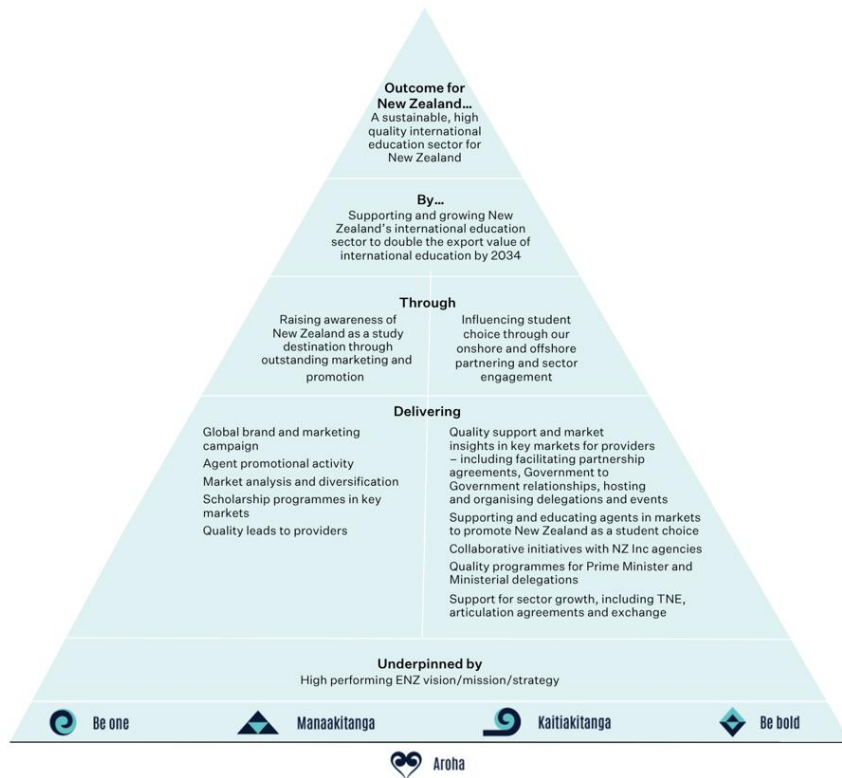
ENZ's strategic direction is guided by the Government's International Education Going for Growth Plan and reinforced by the Tertiary Education Strategy, which was published in 2025. In relation to international education, the Strategy closely aligns with the Going for Growth Plan, particularly its emphasis on quality, sustainability, learner outcomes, and system stewardship. As a result, ENZ's strategic direction for 2026/27 remains unchanged.

Our ambition is to position New Zealand as the destination of choice for international students. We will do this through:

1. Raising awareness of New Zealand as a study destination through outstanding marketing and promotion
2. Influencing student choice through our onshore and offshore partnering and sector engagement
3. Fostering a high-performing organisation.

We will demonstrate success through growth in international student numbers and export revenue, increased prompted awareness of New Zealand as a study destination, and strong student preference for New Zealand in an increasingly competitive world being reshaped by political tensions and rapid technological change.

OUTCOMES FRAMEWORK





Focus areas

Our Annual Report 2024/25 records a strong sector recovery, as the international education sector transitioned from rebuild to growth following the COVID-19 disruption. For ENZ, 2026/27 is a year of moving from recovery-enabled growth to sustained focus on delivering the objectives in the International Education Going for Growth Plan.

In 2026/27 ENZ will focus on three interconnected areas that support delivery of our strategic goals.

1. Support sector growth through delivery of growth plans
2. Deliver strategies, advice and activities to connect and enable international education
3. Foster a high-performing, culturally capable organisation.

Focus area one: Support sector growth through delivery of growth plans

Supporting sustainable growth in international education requires a deliberate, evidence-led approach that aligns market activity with sector capability and long-term value.

In 2025/26, ENZ strengthened its approach to market prioritisation and growth by implementing a Grow, Core and Maintain market categorisation model, supported by a Market Assessment Model that considers economic conditions, demographic trends, market performance, and strategic fit. Together, these tools provide a clearer basis for directing investment, aligning activity with sector capability, and coordinating delivery with government agency partners.

ENZ also delivered the first iteration of Go-to-Market Plans across priority markets. These plans brought together marketing, in-market engagement, and partner activity within a single delivery framework. During the year, ENZ invested in planned, longer-term campaigns to build awareness of and preference for New Zealand education, alongside shorter-term, responsive brand campaigns in key markets designed to capture interest quickly on current events or policy changes. These included the *New Zealand Taught Me* global brand campaign and the *Green List* campaign, delivered alongside in-market experiences and initiatives to strengthen education agent capability.

Building on this foundation, ENZ will support sector growth in 2026/27 by prioritising the effective delivery of agreed plans across priority markets. Key activities will include:

- activating and embedding the new global brand platform which provides consistency of brand and messaging across priority markets and supports coordinated sector delivery. Using this brand platform, ENZ will develop responsive, market-specific marketing content to enable targeted in-market activity
- implementing the second iteration of Go to Market Plans across priority markets, strengthening coordination between marketing, in-market engagement, and partner activity to support sustainable sector growth and international connectivity
- supporting education agents through targeted resources, training and scholarship tools that strengthen recruitment capability and influence student choice
- supporting the sector to diversify markets, products and services to strengthen long-term resilience.

China and India will continue to be central to New Zealand's international education performance. However, market diversification will become increasingly important to build long-term sector resilience. To support this, in 2026/27 ENZ is introducing a new category of Exploratory markets alongside the existing Grow, Core and Maintain market categories. Activity in these markets will focus on assessing the size, nature, and timing of opportunity to inform future investment decisions.

Success for this focus area will be reflected in sustained awareness and preference for New Zealand as a study destination, supported by clear recognition of the quality of the student experience and



systems that underpin student success, and effective engagement with target audiences in priority markets.

MEASURE	BASELINE	TARGET 2025/26	TARGET 2026/27
Focus area 1: Support sector growth through delivery of growth plans			
Export value of international education (SOI)	\$4.69 bn (12 months to Dec 2025)	\$4.52 bn	\$4.77 bn
Increase in international student enrolments (SOI)	92,580	101,063	103,221
Increase in awareness of New Zealand as a study destination	79%	>or=40%	>or=78%
Preference for New Zealand as a study destination (SOI)	22%	20%	20%

Focus area two: Deliver strategies, advice and activities to connect and enable international education

ENZ delivers value for the international education sector by providing high-quality market intelligence, enabling effective sector engagement, and delivering programmes that strengthen New Zealand’s global connections, government-to-government relationships, and reputation as a study destination. This focus area is about ensuring ENZ has the capability, systems, and practices in place to consistently deliver these services effectively and to a high standard.

Market insights and intelligence

ENZ provides the sector with timely, evidence-based market insights to inform strategic planning, prioritisation and investment decisions. This includes research, analytics, and in-market intelligence on student demand, learner preferences, market performance, and emerging opportunities. An ongoing research programme enables the sector to track performance over time across key indicators. In 2025/26, this included delivery of core research products such as the International Student Experience Survey, the Global Brand Health and Awareness Survey, and the New Zealander’s Perceptions of International Education Survey.

In 2026/27, ENZ will continue to strengthen its insights programme by:

- Delivering its established programme of longitudinal research
- Deepening analysis to better support decision-making
- Improving how insights are shared and accessed, ensuring they are timely, easy to use, and actively support decision-making across the sector.

Sector engagement and connection

ENZ plays a convening and enabling role for the international education sector by strengthening relationships between education providers, government partners, and international stakeholders. This includes working closely with the Ministry of Education and the Ministry of Foreign Affairs and Trade to support government-to-government and institution-to-institution education connections internationally.

The Ministry of Education provides policy leadership and system stewardship, while Ministry of Foreign Affairs and Trade leads New Zealand’s diplomatic engagement and bilateral relationships. ENZ contributes by operationalising these settings offshore, connecting providers to opportunities,



supporting education-focused delegations and partnerships, and enabling coordinated engagement that advances New Zealand's international education objectives.

In 2025/26, ENZ supported the sector through a wide range of market, partnership and coordination activities. In 2026/27, the focus will shift to strengthening how this support is delivered, ensuring it is well-coordinated, responsive to sector needs, and clearly aligned with agreed growth priorities.

This clear separation of roles ensures strong policy stewardship, coherent international engagement, and effective operational delivery across the international education system.

To connect and enable international education, ENZ will:

- provide high-quality market insights and on-the-ground support to education providers in key markets
- work closely with other government agencies, such as the Ministry of Education and Ministry of Foreign Affairs and Trade, to facilitate institutional partnership agreements, and government-to-government relationships that advance international education objectives
- plan and deliver delegations, events, and official activity that enhance New Zealand's international education presence
- support and educate recruitment agents to promote New Zealand as an education destination of choice
- coordinate priority education programmes and activities aligned to Prime Ministerial and Ministerial delegations to showcase New Zealand's quality education offering.

In addition, ENZ will continue to support growth across all parts of the international education system. In 2026/27 this includes:

- partnering with universities to promote New Zealand's collective higher education offering, including through transnational education arrangements that support long term pathways
- working with Institutes of Technology and Polytechnics (ITPs) to optimise joint promotional activity and maximise impact in priority markets
- supporting schools to build international education capability through the implementation of a School Support Function
- supporting PTEs and ELS, as outlined in the individual Go-to-Market Plans, including articulation (credit transfer) agreements and exchanges.

Delivering the Manaaki New Zealand Scholarships Programme (Vote Foreign Affairs)

ENZ delivers the MNZSP on behalf of the New Zealand Government. Through delivery of the programme, ENZ supports New Zealand's international relationships, development objectives, and global reputation for high-quality education and manaakitanga.

In 2025/26, alongside ongoing programme delivery, ENZ began a programme of work to transition system functionality to a single, modern platform for scholarship management (Anamata). Delivery is being staged to manage complexity and ensure continuity of programme operations. In 2025/26, ENZ delivered the first two phases of Anamata, establishing core functionality to manage tertiary scholars and support applications. As planning progressed, additional complexity was identified in later releases, leading to a refocus of scope on tertiary programmes to support the orderly transition from the legacy system.

In 2026/27, the next release of Anamata (planned for August 2026) will extend functionality to support scholar placements, provider budgeting, financial reporting and enhanced budget management. Once fully implemented and following decommissioning of the legacy system in January 2027, Anamata will provide a single, centralised platform enabling ENZ, the Ministry of Foreign Affairs and Trade, and education providers to manage programme administration efficiently and consistently.



Success for this focus area will be reflected in ENZ demonstrating strong delivery capability across its offshore and onshore engagement, with providers and partners reporting clearer coordination, more effective market support, and stronger alignment of effort. ENZ will be seen as a trusted convenor and delivery partner, supporting consistent, high quality international engagement across the sector and positioning New Zealand for sustained, high value growth.

MEASURE	BASELINE	TARGET 2025/26	TARGET 2026/27
Focus area two: Deliver strategies, advice and activities to connect and enable international education			
Participants are satisfied with ENZ events attended	85%	85%	85%
ENZ delivers valuable international education insights for the international education sector and NZ Inc agencies	Number delivered: 99 (YTD May 2026)	20	50
	Value: new measure	New measure	75%
ENZ's support is valued by the international education sector (SOI)	81% (12 months to June 2025)	75%	>or=75%
Maintaining a 40:60 ratio of the number of ENZ staff based offshore in key markets to those located within NZ (SOI)	36% offshore (as of May 2026)	40% offshore	40% offshore
Percentage of payments ENZ makes to tertiary education institutions for the MNZSP that are made within agreed timeframes	99% (YTD May 2026)	98%	98%

Focus area three: Foster a high-performing, culturally capable organisation

Delivering sustainable growth in international education depends on ENZ being a high-performing organisation with the capability, systems, and culture to operate effectively in a complex and dynamic global environment.

In 2024/25, ENZ undertook a comprehensive review of its functions and organisational structure. This review led to the design and initial implementation of a new operating model in 2025/26, aimed at strengthening organisational cohesion, clarifying roles and responsibilities, and enabling more effective delivery of ENZ's strategic priorities.

In 2026/27, the focus shifts to further embedding and maturing this operating model. While the transition has positioned ENZ well, sustained attention is required to deeply embed new ways of working, reinforce accountabilities, and ensure the model supports consistent delivery across ENZ's global network.

Alongside this, ENZ will strengthen cultural capability as a core organisational enabler. A key component of this work in 2026/27 is the implementation of Kōtui, ENZ's cultural capability programme, which will support staff to work effectively across cultures and geographies and strengthen delivery of ENZ's strategic objectives.

Through Kōtui, ENZ will strengthen its cultural capability as a core enabler of effective delivery. This includes positioning Māori education, Wānanga, and cultural distinctiveness as integral elements of



New Zealand’s international education value proposition; building stronger partnerships, including Indigenous-to-Indigenous relationships; and fostering a culturally confident workforce. Staff will be supported to develop the cultural intelligence needed to recognise cultural contexts, adapt engagement approaches, and build trust-based relationships, while understanding, respecting, and appropriately applying Māori cultural values, protocols, and worldviews in international and cross-cultural education and diplomatic settings.

To support effective delivery, in 2026/27 ENZ will begin implementing a new customer relationship management (CRM) system to strengthen engagement with providers and partners. This platform will enable more coordinated and efficient delivery across ENZ, improve data quality and integration, and support more consistent reporting, better user experiences, and stronger decision-making. Delivery will be staged, with core provider and partner engagement and customer management functionality implemented in the first half of the year, followed by expanded reporting, integration, and user experience enhancements in the second half.

Success for this focus area will be reflected in ENZ operating as a cohesive, high-performing organisation with embedded ways of working and strong cultural capability that supports effective delivery across its global network. This will position ENZ to respond confidently to complexity and sustain deliberate, high-quality growth.

MEASURE	BASELINE [^]	TARGET 2025/26	TARGET 2026/27
Focus area three: Foster a high-performing, culturally capable organisation			
ENZ staff understand how their work contributes to the goals of ENZ (SOI)	80%	Establish baseline	82%
Leaders at ENZ promote team collaboration and focus on performance (SOI)	52%	Establish baseline	60%
Percentage of staff who have completed the Kōtui cultural capability programme	New measure	New measure	80%

Measuring our performance

In 2025/26, ENZ has been working to strengthen its organisational capacity, capability and maturity in performance monitoring and reporting. This includes improving how we capture, analyse, and use data, insights and market intelligence to better understand the value created through our activities and investments.

In 2026/27, ENZ will continue to build on this progress by developing and refining its performance framework. This will support clearer articulation of the causal links between ENZ’s activities, the outputs we deliver, and the outcomes we contribute to across the international education system. It will also strengthen our ability to identify what is delivering impact, where interventions provide the greatest value, and how resources can be most effectively targeted to maximise contribution to sustainable sector growth.

Performance measures

The activities outlined under each focus area are designed to influence awareness, preference, and engagement across priority markets, and to support sustainable growth in international enrolments. ENZ will actively track delivery of our work programme and our contribution to the Government’s



international education goals in 2026/27 through 13 key results. These measures draw on ENZ's Statement of Intent 2025–2029, with reported baselines and 2026/27 targets reflecting the most recent results available at the time this Statement of Performance Expectations was prepared.

MEASURE	BASELINE [^]	TARGET 2025/26	TARGET 2026/27
Focus area 1: Support sector growth through delivery of growth plans			
Export value of international education (SOI)	\$4.69 bn (12 months to Dec 2025)	\$4.52 bn	\$4.77 bn
Increase in international student enrolments (SOI)	92,580	101,063	103,221
Increase in awareness of New Zealand as a study destination	79%	>or=40%*	>or=78%
Preference for New Zealand as a study destination (SOI)	22%	20%	20%
Focus area two: Deliver strategies, advice and activities to connect and enable international education			
Participants are satisfied with ENZ events attended	85%	85%	85%
ENZ delivers valuable international education insights for the international education sector and NZ Inc agencies***	Number delivered: 99 (YTD May 26)	20***	50
	Value: new measure	New measure	75%
ENZ's support is valued by the international education sector (SOI)	81% (12 months to June 2025)	75%	>or=75%
Maintaining a 40:60 ratio of the number of ENZ staff based offshore in key markets to those located within NZ (SOI)	36% offshore (as of May 2026)	40% offshore	40% offshore
Percentage of payments ENZ makes to tertiary education institutions for the MNZSP that are made within agreed timeframes	99% (YTD May 2025)	98%	98%
Focus area three: Foster a high-performing, culturally capable organisation			
ENZ staff understand how their work contributes to the goals of ENZ (SOI)	80%	Establish baseline	82%
Leaders at ENZ promote team collaboration and focus on performance (SOI)	52%	Establish baseline	60%
Percentage of staff who have completed the Kōtuiti cultural capability programme	New measure	New measure	80%

[^]These are unaudited figures

*The question was redesigned to improve usability and data quality. As a result, reported awareness levels are higher and not directly comparable with prior-year results or targets



**This measure will continue to be tracked through a raw count of products, consistent with 2024/25, with an additional value-based assessment of the usefulness of the insights to the sector

***The original definition was limited to published insights outputs. During the year, this definition was broadened to include the wider suite of products produced by ENZ

Stability of performance measures is desirable to support year-on-year comparison. As ENZ's performance maturity continues to increase, we are also strengthening our focus on ensuring measures are meaningful, reliable, and enduring. As part of this progression, the "increase leads to providers" measure has been removed from the 2026/27 Statement of Performance Expectations following a review of its effectiveness as a performance indicator. While originally intended to demonstrate the impact of ENZ's promotional activity, implementation experience, sector feedback, and assessment against PBE FRS 48 characteristics indicated that raw lead volumes do not provide a reliable or meaningful measure of ENZ's contribution to strategic outcomes.

ENZ will continue to monitor lead volumes internally for operational insight. In 2026/27, ENZ will progress work to refresh its performance framework, laying the groundwork for a more coherent, value-focused, and enduring set of performance measures.



4. Statement of performance expectations

The table below summarises the appropriation ENZ receives funding from. They are defined in the Budget 2026 Estimates of Appropriations for Vote Tertiary Education for 2026/27.

Summary of appropriations

\$000	2026/27
Vote Tertiary Education	
Non-departmental output expense	
International education programmes	23,856
Benefits or related expenses	
Tertiary scholarships and awards	-
Total baseline	23,856

Cost of service statements

\$000	Budget 2025/26	Estimated Actual 2025/26	Forecast 2026/27
Vote Tertiary Education			
Non-departmental output expense			
International education programmes	23,856	23,856	23,856
Tertiary scholarships and awards	-	-	-
Manaaki New Zealand Scholarships Programme (Vote Foreign Affairs)	15,113	14,742	9,743
Other revenue	1,220	2,073	1,700
Total revenue	40,189	40,671	35,299
Total expenditure	40,189	40,671	35,299
Surplus	-	-	-



International education programmes

This appropriation is limited to the delivery of services relating to international education. This includes promotion, information, research and professional development (in New Zealand and overseas) to support sector recovery, deliver an excellent student experience, develop sustainability and resilience and develop global citizens.

This appropriation is intended to achieve enhanced social, cultural and economic benefits to New Zealand.

\$000	Budget 2025/26	Estimated Actual 2025/26	Forecast 2026/27
Revenue			
Revenue from the Crown	23,856	23,856	23,856
Interest revenue	250	260	200
Other revenue	970	1,813	1,500
Total revenue	25,076	25,929	25,556
Total expenditure	25,076	26,929	25,556
Surplus	-	-	-



Manaaki New Zealand Scholarships Programme revenue and expenses (Vote Foreign Affairs)

The Ministry of Foreign Affairs and Trade is responsible for the appropriation that funds the MNZSP and retains responsibility for strategic decisions in relation to the programme. This includes decisions such as scholar allocations and profiles, high-level budgets for cohorts and courses, and operating expenses.

ENZ's responsibilities are for delivery of the programme, which includes management of scholar selection and placement processes, and management of funding processes for institutions hosting MNZSP scholars.

	Budget	Estimated Actual	Forecast
\$000	2025/26	2025/26	2026/27
Revenue			
Other revenue	15,113	14,742	9,743
Total other revenue	15,113	14,742	9,743
Total expenditure	15,113	14,742	9,743
Surplus	-	-	-



5. Prospective financial statements

Financial strategy

This financial strategy is an integral part of the overall organisational strategy. ENZ will:

- Budget and manage operating expenditure within available funding levels whilst ensuring that ENZ achieves value for money and meets operational targets.
- Budget and manage capital expenditure within available funding levels. A capital expenditure and funding reconciliation will be completed at the end financial year.
- Have annual operating and capital budgets approved by the Board. Updates to budgets will be approved by the Board.
- Operate within the financial delegations approved by the Board.
- Operate within organisation appropriate and robust internal controls, as set out in the Internal Control Framework.
- Maintain a conservative investment strategy – investing in term deposits or interest-bearing accounts with bank registered in New Zealand that have a very strong or better credit rating.
- Make use of shared services and outsourced services where they are cost effective and improve efficiency.
- Seek to allocate our resources to achieve maximum impact on a given level of risk. We are focused on strategic financial management and achieving value for money.
- Our financial strategy should, as an annual average, achieve a break-even position to ensure that we comply with our treasury policy.
- Some years may operate with a deficit if projects and funding are carried over from prior years or due to decisions to invest to save or invest to obtain future funding.
- Project work should be planned into annual plan increments as any multi-year projects will need to be reconfirmed during each business planning round.
- The budget will be transparent about our fixed and variable costs and will include known and mostly certain obligations.

Prospective statement of comprehensive revenue and expense

\$000	Estimated Actuals 2025/26	Forecast 2026/27
Revenue		
Revenue from the Crown – International Education Programmes	23,856	23,856
Revenue from the Crown – Tertiary Scholarships and Awards	-	-
Revenue from the Crown – Manaaki New Zealand Scholarships Programme (Vote Foreign Affairs)	14,742	9,743
Interest revenue	260	200
Other revenue (refer to Statement of Accounting Policies)	1,813	1,500
Total revenue	40,671	35,299
Expenditure		
Personnel costs	11,247	13,465
Other expenditure	14,503	11,912
Depreciation and amortisation expense	179	179
Prime Minister's scholarships expenses	-	-
Manaaki New Zealand Scholarships Programme expenses	14,742	9,743
Total expenditure	40,671	35,299
Net surplus	-	-
Total comprehensive revenue and expense	40,671	35,299

Prospective statement of movements in equity

\$000	Estimated Actual year ending 30 June 2026	Forecast year ending 30 June 2027
Equity		
Equity as at 1 July	3,586	3,586
Net deficit	-	-
Balance as at 30 June	3,586	3,586



Prospective statement of financial position

\$000	Estimated Actual year ending 30 June 2026	Forecast year ending 30 June 2027
Assets		
Current assets	25,451	25,201
Fixed assets	375	195
Total assets	25,826	25,396
Liabilities		
Current liabilities	22,240	21,810
Total liabilities	22,240	21,810
Net assets	3,586	3,586
Equity	3,586	3,586



Prospective statement of cash flows

\$000	Estimated Actuals 2025/26	Forecast 2026/27
Cash flows from operating activities		
Receipts from the Crown (Vote Tertiary Education)	23,856	23,856
Other receipts – Manaaki New Zealand Scholarships Programme (Vote Foreign Affairs)	102,054	88,260
Receipts from other revenue	1,813	1,500
Payments to suppliers	(115,245)	(98,860)
Payments to employees	(12,946)	(15,206)
Net cash flows from operating activities	(468)	(451)
Cash flows from investing activities		
Interest received	260	200
Payments for new term deposits	-	-
Receipt from maturity of term deposits	1,500	-
Purchase of property, plant and equipment	-	-
Receipt from sale of property, plant and equipment	-	-
Purchase of intangible assets	-	-
Net cash flows from investing activities	1,760	200
Net cash flows from financing activities	-	-
Net increase/(decrease) in cash and cash equivalents	1,292	(251)
Cash and cash equivalents at the beginning of the year	14,249	15,541
Cash and cash equivalents at the end of the year	15,541	15,290



Reconciliation of forecast net deficit to net cash flow from operating activities

\$000	Estimated Actuals 2025/26	Forecast 2026/27
Surplus	-	-
Add non-cash items		
Depreciation and amortisation expense	179	179
Total non-cash items	179	179
Less items classified as investing or financing activities		
Interest received	(260)	(200)
(Gain) / Loss on disposal of property, plant and equipment	-	-
Total items classified as investing or financing activities	(260)	(200)
Add/(less) movements in working capital items		
(Increase)/decrease in debtors and receivables	589	-
(Increase)/decrease in prepayments	35	-
Increase/(decrease) in payables	(957)	(430)
Increase/(decrease) in provisions	(27)	-
Increase/(decrease) in employee entitlements	(27)	-
Net movement in working capital items	(387)	(430)
Net cash flow from operating activities	(468)	(451)

Notes to the prospective financial statements

The prospective financial statements are based on policies and approvals in place as at 31 March 2026 and are GST exclusive (except for payables and receivables which are GST inclusive). The forecasts are prepared under the generally accepted accounting practice (NZ GAAP). Actual results may vary from the information presented here, and the variations may be material.

The prospective financial statements set out ENZ's activities and planned performance. Use of this information for other purposes may not be appropriate.

These prospective financial statements have been prepared based on assumptions as to future events that ENZ reasonably expects to occur, associated with the actions that ENZ reasonably expects to take, as at the date that this information was prepared.

The significant assumptions are outlined under critical accounting estimates and assumptions.



Statement of accounting policies

Reporting entity

Education New Zealand (ENZ) is a Crown entity as defined by the Crown Entities Act 2004 and was established on 1 September 2011 under the Education Act 1989 (now superseded by the Education and Training Act 2020). ENZ's ultimate parent is the New Zealand Crown, and it is primarily funded by the Government through Vote Tertiary Education.

ENZ is domiciled in New Zealand, and its role and functions are set out in section 511 of the Education and Training Act 2020.

ENZ has designated itself as a public benefit entity (PBE) for financial reporting purposes, as its primary objective is to provide services to the New Zealand public rather than to generate financial returns.

Basis of preparation

Statement of compliance

The prospective financial statements have been prepared in accordance with the requirements of the Crown Entities Act 2004 and Education and Training Act 2020 which includes the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

The prospective financial statements have been prepared and presented in accordance with Tier 1 PBE accounting standards. ENZ qualifies under the Tier 1 reporting framework as it is a public benefit entity with total annual expenditure in excess of \$30 million. This includes PBE FRS 42, Prospective Financial Statements.

The prospective financial statements have been prepared for the special purpose of the Statement of Performance Expectations 2026-27 of ENZ to the Minister of Education. The prospective financial statements are not prepared for any other purpose.

The prospective financial statements will be used in the Annual Report as the budgeted figures.

The Statement of Performance Expectations narrative informs the prospective financial statements, and the document should be read as a whole.

The preparation of prospective financial statements in conformity with PBE FRS 42 requires management to make good judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income, and expenses. Actual financial results achieved for the period covered are likely to vary from the information presented and variations may be material.

Measurement base

The prospective financial statements have been prepared on a historical cost basis.

Presentation currency and rounding

The prospective financial statements are presented in New Zealand dollars, and all values are rounded to the nearest thousand dollars (\$000), unless otherwise stated.

Significant accounting policies

The following accounting policies, which significantly affect the measurement of financial performance and of financial position, have been consistently applied.

Revenue

Revenue is measured at fair value and is recognised as income when earned and is reported in the financial period to which it relates.



Revenue from the Crown

ENZ is primarily funded through revenue received from the Crown, which is restricted in its use for the purpose of ENZ meeting the objectives specified in this Statement of Performance Expectations.

Other revenue

Other revenue includes the recovery of some of the cost of global events such as Association of International Educators (NAFSA), European Association for International Education (EAIE) and other events that promote education in New Zealand (education fairs and agent seminars) from participants.

Interest revenue

Interest income is recognised using the effective interest method.

Co-funding expenditure

Co-funding arrangements are approved and administered by ENZ for a variety of sector initiatives. Subsequent payment of the co-funding amounts is dependent on the recipient meeting terms and conditions laid out in the co-funding contract between ENZ and the recipient.

At balance date each individual co-funding arrangement is assessed to determine the extent to which the conditions attached to the funding have been satisfied and therefore the amount of funds that will be granted.

Co-funding arrangements with unfulfilled conditions are recognised as a future commitment.

Foreign currency transactions

Foreign currency transactions are translated into New Zealand dollars using the spot exchange rate at the date of transaction.

Operating leases

Leases that do not transfer substantially all the risks and rewards incidental to ownership of an asset to ENZ are classified as operating leases. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the term of the lease in the prospective statement of comprehensive revenue and expense.

Scholarships

ENZ approves and administers the granting of scholarships, both for New Zealand student to study aboard and for international students to study in New Zealand.

Scholarship costs are recognised as expenditure on awarding the scholarship.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held on call with banks, and other short-term, highly liquid investments with original maturities of three months or less.

Receivables

Short-term receivables are recorded at the amount due, less an allowance for credit losses. ENZ applies the simplified expected credit loss model of recognising lifetime expected credit losses for receivables.

In measuring expected credit losses, short-term receivables have been assessed on a collective basis as they possess shared credit risk characteristics. They have been grouped based on the days past due.



Short-term receivables are written off when there is no reasonable expectation of recovery. Indicators are that there is no reasonable expectation of recovery, include the debtor being in liquidation.

Investments

Bank term deposits

Bank term deposits are initially measured at the amount invested. Interest is subsequently accrued and added to the investment balance. A loss allowance for expected credit losses is recognised if the estimated loss allowance is not trivial.

Property, plant, and equipment

Property, plant, and equipment asset classes consist of leasehold improvements and make-good, computer hardware, furniture, and office equipment.

Property, plant, and equipment are shown at cost, less accumulated depreciation, and impairment losses.

Additions

The initial and any subsequent cost of an item of property, plant and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to ENZ and the cost of the item can be measured reliably.

In most instances, an item of property, plant and equipment is initially recognised at its cost. Where an asset is acquired through a non-exchange transaction it is recognised at its fair value as at the date of acquisition.

The costs of day-to-day servicing property, plant and equipment are recognised in the prospective statement of comprehensive revenue and expense as they are incurred.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are included in the prospective statement of comprehensive revenue and expense.

Depreciation

Depreciation is provided on a straight-line basis at rates that will write down the cost (or valuation) of the assets over their useful economic lives. The useful economic lives and associated depreciation rates of major asset classes have been estimated as follows:

Furniture & office equipment	5 years, or 20.0% per annum
Computer hardware	3 years, or 33.3% per annum
Leasehold improvements & make-good	The lesser of either 10 years, with an annual depreciation rate of 10%, or over the remaining term of the lease of the building that has been fitted out



Intangible assets

Software acquisition and development

Computer software licenses are capitalised on the basis of the costs incurred to acquire the specific software and bring it to use.

Costs that are directly associated with developing software for internal use are recognised as an intangible asset where this results in an asset controlled by ENZ. Direct costs include software development employee costs and an appropriate portion of relevant overheads.

Costs associated with staff training, maintaining computer software, and maintaining ENZ's website are expense when incurred.

Amortisation

Amortisation begins when the intangible asset is available for use and ceases at the date that the asset is de-recognised. The amortisation charge for each period is recognised in the prospective statement of comprehensive revenue and expense. The useful economic life and associated amortisation rate of the major asset class of intangible asset owned by ENZ has been estimated as follows:

Internally developed software	4 years, or 25% per annum
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Impairment of property, plant and equipment and intangible assets

Property, plant and equipment and intangible assets that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. If such an indication exists, and where the carrying values exceed the estimated recoverable amount, an asset is written down to its recoverable amount. Losses resulting from impairment are reported in the prospective statement of comprehensive revenue and expense.

Payables

Payables are recorded at their face value.

Employee entitlements

Short-term employee entitlements

Employee benefits that are expected to be settled wholly before 12 months after the end of the reporting period that the employees provide the related service in are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned but not yet taken at balance date, and sick leave.

A liability and an expense are recognised for bonuses where there is a contractual obligation or where there is past practice that has created a constructive obligation, and a reliable estimate of the obligation can be made.

Long-term employee entitlements

Employee entitlements that are due to be settled beyond 12 months, which include provisions for post-employment benefits payable to some employees upon cessation of employment, are reported at current value.



Defined contribution schemes

Obligations for contributions to KiwiSaver are accounted for as a defined contribution superannuation scheme and employer contributions are expensed in the prospective statement of comprehensive revenue and expense.

Provisions

A provision is recognised for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that an outflow of future economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Lease make-good

Where there is an indication or expectation from the lessor that a building is to be returned to its original condition at the end of the lease period, a provision for the estimated cost to make good the premise is made. Lease make-good provisions are recorded at cost and are recognised on a straight-line basis over the period of the lease.

Equity

Equity is comprised of accumulated funds and is measured as the difference between total assets and total liabilities.

Goods and Services Tax (GST)

All items in the prospective financial statements, including appropriation statements, are stated exclusive of GST, except for receivables and payables, which are stated on a GST inclusive basis. Where GST is not recoverable as input tax, then it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, Inland Revenue is included as part of receivables or payables in the prospective statement of financial position.

The net GST paid to, or received from, Inland Revenue (including the GST relating to investing and financing activities), is classified as an operating cash flow in the prospective statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

Income Tax

We are a public authority and consequently are exempt from income tax. Accordingly, no provision has been made for income tax.

Critical accounting judgements, estimates, and assumptions

In preparing these prospective financial statements we have made estimates and assumptions concerning the future. These estimates and assumptions may differ from subsequent actual results.

Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed reasonable under the circumstances.

A provision has been made for future restoration costs relating to make-good clauses on office rental leases. The calculation of this provision requires assumptions as to the extent, if any, that landlords will enforce the lease make-good clauses and estimates of the cost of restoration. These uncertainties may result in future actual expenditure differing from amounts currently provided. Provisions are periodically reviewed and updated, based on information available at the time.



Specific assumptions

ENZ delivers the MNZSP service to the Ministry of Foreign Affairs and Trade under a partnership agreement and the costs to deliver are based on a budget agreed between the two agencies.

The Ministry of Foreign Affairs and Trade is responsible for the appropriation that funds the MNZSP and retains the responsibility for strategic decisions in relation to the programme. This includes decisions such as scholar allocations and profiles, high-level budgets for cohorts and courses, and operating expenses.

ENZ's responsibilities are for delivery of the programme, which includes management of scholar selection and placement processes, and management of funding processes of institutions hosting MNZSP scholars. MNZSP expenses include fees to third parties for management of scholarship selection and administration, personnel costs, and operation expenses including marketing and promotion of MNZSP.

Other specific assumptions are:

- Interest revenue is based on the average investment balance held with a 3% rate of return applied
- Other revenue relates to various cost recoveries and charge for events and fairs
- Personnel costs based on a 2.5% uplift on average
- Foreign exchange rates will remain at a similar level
- Minor capital expenditure covers the lifecycle replacement of furniture, office equipment, and computer hardware, and to complete minor property fit outs
- A provision has been made for future restoration costs relating to make-good clauses on office rental leases. The calculation of this provision requires assumptions as to the extent, if any, that landlords will enforce the lease make-good clauses and estimates of the cost of restoration.



Manaaki New Zealand Scholarships Programme

The Ministry of Foreign Affairs and Trade and ENZ signed a partnership agreement on 5 July 2022. The agreement saw ENZ assume responsibility for operational management of the MNZSP from 1 November 2022.

The Ministry of Foreign Affairs and Trade is responsible for the appropriation that funds the MNZSP and retains responsibility for strategic decisions in relation to the programme. This includes decisions such as scholar allocations and intake profiles, high-level budgets for cohorts and courses and operating expenses. ENZ's responsibilities are for delivery of the programme, which includes management of scholar selection and placement processes, and management of funding processes for institutions hosting MNZSP scholars.

The arrangement will harness the Ministry of Foreign Affairs and Trade and ENZ's individual expertise and strengths to the benefit of New Zealand Government's Manaaki New Zealand Scholarships Programme and to broader New Zealand Government foreign policy and international education objective.

Prospective statement of comprehensive revenue and expense

\$000

	Estimated Actuals 2025/26	Forecast 2026/27
Revenue		
Other Revenue from the Crown – Manaaki New Zealand Scholarships Programme	87,331	78,517
Total revenue	87,331	78,517
Expenditure		
Manaaki New Zealand Scholarships Programme expenses	87,331	78,517
Total expenditure	87,331	78,517
Surplus	-	-
Total comprehensive revenue and expense	-	-



**NEW ZEALAND
EDUCATION**
Manapou ki te Ao

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